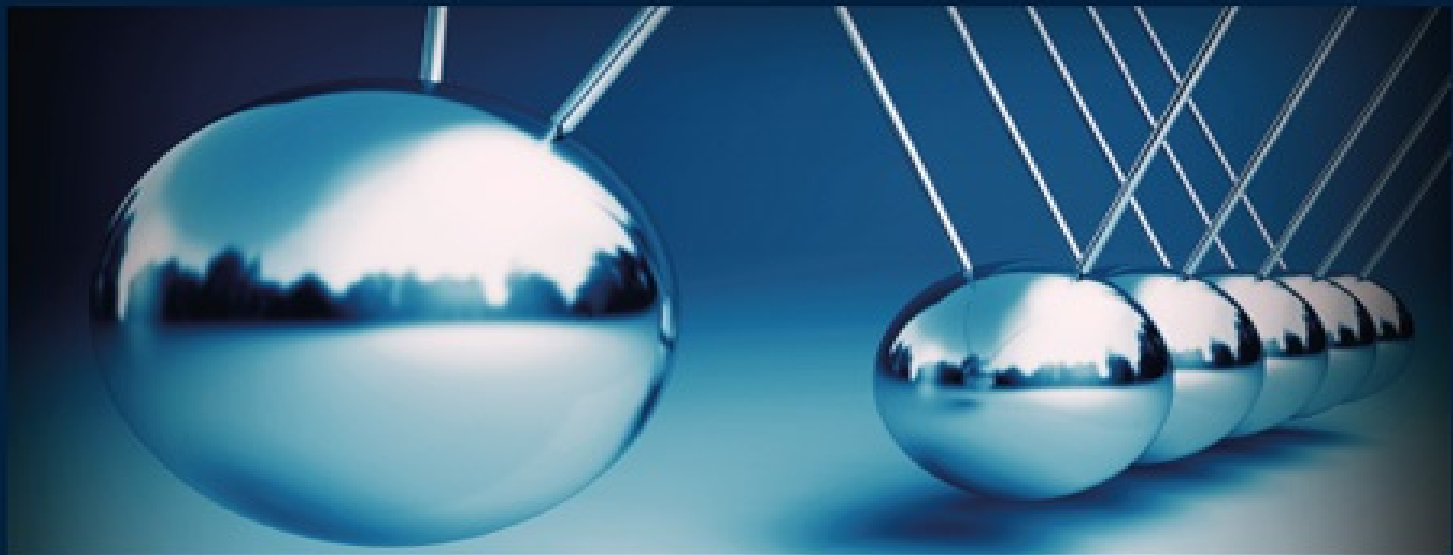


# BUSINESS CONTINUITY MANAGEMENT SYSTEM

A COMPLETE GUIDE TO  
IMPLEMENTING ISO 22301



WEI NING ZECHARIAH WONG  
& JIANPING SHI



# Business Continuity Management System

A Complete Guide to  
Implementing ISO 22301

Wei Ning Zechariah Wong  
Jianping Shi



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In memory of my beloved father  
— JS

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# Introduction

Business continuity management (BCM) continues to grow in terms of the importance and value to organizational activities. This is evident by the publication of the International Standard for BCM: ISO 22301 (Societal Security – Business Continuity Management Systems Requirements), which demonstrates the recognition of the subject in enabling corporate success and optimizing service availability. In addition, today's BCM population is made up of new entrants in the fields of management consulting, information assurance, risk and insurance, compliance and quality, and, surprisingly, arts and history, which will definitely bring a kaleidoscope of novel thoughts to the profession. This diversity perhaps can be viewed as an indicator of a popular discipline in the 21st century.

Since its publication in 2012, ISO 22301 has been the touchstone in the development and management of an effective business continuity management system (BCMS). Though the requirements are accompanied by the guidance, ISO 22313, which provides useful explanation of the principles of the requirements, it does not provide all the necessary information on 'how' the key processes are established. Following the advent of the International Standard, many books have attempted to provide guidance on the implementation of the BCM. However, most literature are either brief in content or do not provide the pertinent details to the readers. There still exists a deficiency of a handbook that addresses the whole lifecycle of the BCMS.

This book endeavours to address that gap, by providing in detail real case examples and approaches based on the authors' experiences. It is intended to be helpful to both new and seasoned business continuity practitioners who are responsible for the BCMS in their organizations. It describes the underlying concepts of the key activities of the BCMS and how each stage of the management system relates to one another. It explains the different issues that must be addressed at all stages throughout the lifecycle of the BCMS. A broad range of connected issues are introduced to enable business continuity practitioners to enhance their knowledge as well as to address the organizational challenges. A key strength of this book is that it provides proven techniques and suggests how they may be adapted to meet the individual's requirements and context. In particular, it proposes easy-to-use assessment methodologies to evaluate the organization's BCMS performance (Chapter 8) and explains how an effective BCMS control system is established (Chapter 9).

This book is structured based on ISO 22301. It comprises 10 chapters. Chapter 1 provides the readers the perspective of business continuity in the corporate setting. It presents an overview of the BCM lifecycle, which allows seasoned practitioners to revisit the key processes and introduces new entrants to the subject. Chapter 2 concentrates on the principles of the BCMS and its underlying approach – Plan-Do-Check-Act (PDCA). The chapter offers a review into the essential components of the BCMS. This would be particularly useful for organizations that are seeking to develop a systemic and effective BCM. Chapters 3 to

encapsulate the seven main clauses of ISO 22301, namely, Context of the Organization, Leadership, Planning, Support, Operation, Performance Evaluation and Improvement; they collectively form the all-encompassing approach of planning, implementing, managing and continually improving the BCMS. The final chapter, Chapter 10, identifies the organizational barriers that can hamper the effective implementation of the BCMS and offers a series of strategies to overcome those management challenges.

A unique feature of this book is that it offers the readers the choice of reading the book in its entirety (for those wishing to understand the planning and establishment of a BCMS) whilst also allowing them to choose particular components of the BCMS – a quick overview of the chapter is provided to enable them to pick the topics that are of greatest interest to them. In addition, a checklist is included at the end of each chapter to highlight the key activities and items that should be in place in order to establish an effective BCMS.

It is the authors' hope that the readers of this book can take away what is most 4 relevant to them; the intention is to complement their own experiences so that they can derive appropriate solutions. It is particularly aimed at equipping business continuity practitioners with the knowledge, skills and ammunition to position BCM into a value-added activity of strategic importance within their organizations. This would have achieved our objective. As such, a lengthy introduction would not be necessary. Business continuity in the 21st century is here to stay. This book is intended to act as a catalyst to accelerate progress on the journey from business continuity management to business continuity management system, both by enhancing the BCM competence of the individual readers and by contributing to the development of a shared knowledge for implementing ISO 22301 in organizations.

# Fundamentals of business continuity management

## OVERVIEW

- This chapter provides the official definition of business continuity management (BCM) and outlines its distinctive characteristics.
- It underlines the principles and functions of BCM in the corporate setting.
- It goes on to highlight the application of BCM in the organization – ranging from strategic to operational activities.
- Finally, the chapter describes the BCM programme lifecycle and processes generally adopted in the industry.

## Background

Business evolves in rapidly changing environments, often driven by the pace of technological advancements, new regulations, increased competition and demanding customers. These drivers have fundamentally shaped organizations' emphasis on objectives based on time, quality and compliance. Some of these could present opportunities to organizations, while others could seriously damage their performance if they are inadequately managed.

Business continuity management (BCM) is a proactive approach that can maximize business opportunities. It enables organizations to optimize the continuity of operations, thereby safeguarding their corporate performance. It is a versatile discipline that encapsulates the multidisciplinary characteristics of management and technical subjects. The discipline focuses on the management of threats and their impacts to critical operations. Predominantly, BCM improves the organization's capacity to withstand the impact of an incident that may otherwise jeopardize its ability to achieve its objectives.

Being a corporate initiative, BCM should be driven from executive management. At board level, BCM is a planning tool that helps senior management make business decisions. The growing understanding of the need to safeguard interests of key stakeholders along with the awareness of BCM in corporate governance has eased its introduction. Nonetheless, it should become an integral part of the organization's strategic and day-to-day management practice in order to establish a lasting culture of resilience.

## What is business continuity management?



The most widely accepted definition of business continuity management (BCM) is a holistic management process that identifies potential threats to an organization and the impacts to business operations those threats, if realized, might cause, and which provides a framework for building organizational resilience with the capability of an effective response that safeguards the interests of its key stakeholders, reputation, brand and value-creating activities.

This definition forms the official definition of ISO 22301, the Disaster Recovery Institute (DRI) International and the Business Continuity Institute (BCI). It is developed by leading experts in the BCM industry and reflects the very nature of the discipline works in organizations.

One distinctive characteristic of BCM is that it adopts a wide range of methodologies from other branches of management subjects, notably, risk, strategy, finance and project management. This denotes an all-encompassing management approach of establishing corporate capability of safeguarding the organization's high-value assets.

This management discipline is broadly made up of two interrelating activities: analytical and planning. The analytical activity is an in-depth examination into the corporate functions, operations and business drivers that contribute to the organization's business performance. It is supported by a series of methodologies that assess threats and their impact to critical operations. On the other hand, the planning activity develops the organization's business continuity capability in response to an incident. It comprises key processes with defined outputs that address the business continuity requirements identified in the analytical activity.

## The principles of business continuity management

One of the primary functions of BCM is to protect the organization by maintaining business performance, whilst at the same time minimizing the negative impacts during an incident. In order to achieve an effective implementation of BCM in the organization, it is worth noting its basic concepts:

- long-range focus
- leadership
- governance
- good business practice
- multidisciplinary function
- communication
- value preservation
- adaptation

### Long-range focus

BCM is a strategic initiative that can influence corporate performance. The BCM programme can enable the organization to generate competitive advantage through enhanced operational resilience. Its activities can be incorporated into the strategic planning process to identify threats that have potentially significant implications to an organization. When making critical decisions, the BCM methodologies can aid senior management to anticipate what could go wrong and the effects of potential events from both an internal and external perspective.

## Leadership

The purpose of BCM leadership is to prepare the entire organization in advance of any major incident. It spearheads the implementation of the business continuity capability. Proactive leadership assures that organizational reputation and confidence are sustained following an incident. In addition, BCM leadership paves the way to a resilience culture across the organization, which could strengthen the position of BCM.

## Governance

Corporate governance is a regulatory system that controls an organization and its activities. BCM forms an essential part of an organization's overall approach to governance. It establishes a programme of BCM activities in the organization and its supply network. It underpins the oversight capabilities that ensure controls are in place to protect key assets, earning capacity and the reputation of the organization.

## Good business practice

BCM is good business management. It is about understanding the critical requirements of an organization. It identifies vulnerabilities in key processes and its supply chain, and develops BCM strategies to ensure that the organization is capable of meeting its business and statutory obligations.

## Multidisciplinary function

BCM is a multidisciplinary function that encompasses the knowledge and skills of a diverse group of professionals to manage the corporate BCM programme. This multidisciplinary management process ensures that a broad range of threats is adequately identified and managed, thereby preserving the well-being of an organization and its stakeholders.

## Communication

BCM communication determines the patterns of interaction between different groups of stakeholders, both from within and outside the organization. It establishes a communication framework that fosters information sharing between decision-makers and key stakeholders, thereby strengthening relationships. It facilitates the decision-making process in the command and control structure during an incident. In addition, a fit-for-purpose communication framework improves the flow of information to parties who require it for managing the recovery process.

## Value preservation

Through BCM, the organization remains in a good position to effectively manage the undesired consequences of an incident. It minimizes the impact of losses and preserves the overall corporate value. In addition, it serves to safeguard shareholder confidence in order to secure future growth in the market.

## Adaptation

BCM is constantly adapting within the organization. It is a management instrument that bolsters organizational activities. It is continually transforming its role to meet new challenges in business. At board level, BCM can be adopted as a corporate tool that helps to improve the quality of strategic planning. On the other hand, it can integrate with operational processes like business re-engineering to improve performance and efficiency.

## Application of business continuity management in corporate setting

The dynamics of today's business environment coupled with the endemic of 1 natural/human-caused disasters constantly pose new challenges to the way organizations manage the resilience of their corporate assets and activities. It is no surprise that the concepts of BCM are already intricately intertwined with core business activities. The key motivations for such adoption are far ranging, from statutory compliance to business process engineering.

In many public and private organizations, resilience professionals and general staff alike still hold the traditional view that BCM is about operational management with a particular focus on the resumption of critical processes, such as information technology disaster recovery (ITDR) and workplace recovery. This consensus view about its recovery function has established BCM as an integral element in the day-to-day business activities. On the other hand, there are corporate strategists with a visionary perception that BCM is an enabler that, if applied in the organization's long-range planning, could enhance business performance. Such a diverse view of BCM demonstrates its versatility at different levels of management activities.

Broadly, BCM can be adopted at the strategic level or integrated in operational activities, though the latter is more commonly practised. However, key drivers, such as competitiveness, compliance and customers are pushing the BCM initiative up the board level. The following are some key organizational activities that can benefit from BCM:

- process evaluation

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- new product/service assessment
- resources allocation
- long-range planning
- workplace location
- enterprise risk management

## Process evaluation

BCM can provide an in-depth analysis into the delivery system of an organization's products and services. In particular, the business impact analysis (BIA) is beneficial at each stage of the process to evaluate the impact of non-delivery during a disruption. It should be carried out on an end-to-end basis by mapping out the entire system of activities. The analytical process is complemented by a risk assessment (RA), which identifies the threats, vulnerabilities and single points of failure from the production to the final delivery of the product or service. Such holistic process evaluation enables the development of alternative ways to enhance the resilience of the delivery system.

## New product/service assessment

Similar to the process evaluation, BCM is a useful tool during the planning and development of a new product/service. In the inception stage, it can assess threats and impacts in the production lifecycle and determine the strategies required to strengthen operational continuity before the actual product/service is rolled out. This also enables senior executives to make decisions on building resilience in the development programme.

## Resources allocation

BCM can be adopted to analyse how an organization utilizes its corporate resources. It conducts a thorough analysis into business processes in order to identify areas where resources can be assigned to more productive utilization. It ensures that there are sufficient backup resources available to implement BCM strategies following an incident. Furthermore, it identifies the key resources that support critical businesses and develops measures to safeguard their availability.

## Long-range planning

BCM challenges corporate assumptions about threats and uncertainties by introducing 'what ifs'. It uses probable scenarios in the strategic management process, with particular emphasis

on corporate survival, which conventional management disciplines cannot offer. This encourages adopting a holistic view when making corporate decisions. The incorporation of the concept of 'continuity' helps to improve the quality of planning and ensures the devised strategies are not incapacitated by unforeseen circumstances.

## Workplace location

BCM can be adopted to inform the corporate decision on the selection of office location. It assesses each location in terms of the site risk characteristics and their implications on the delivery of key products and services. In addition, it determines the distance for separation of critical operations and the relocation strategies if the primary site is affected by an incident.

## Enterprise risk management

Enterprise risk management (ERM) manages the full spectrum of risks and their combined impact as an interrelated risk profile to the organization; incorporating BCM can underpin the risk management process. For instance, the activity of business impact analysis (BIA) offers the 'impact over time' dimension, which could uncover additional information on the characteristics of the identified risks and issues not previously considered.

## Business continuity management lifecycle

BCM is a progressive and cyclical process. The framework described here draws on the key approaches generally adopted in the BCM industry. It is broadly divided into six interrelating components:

- 1 BCM programme management
- 2 organizational and business analysis
- 3 strategy selection and development
- 4 incident management structure and plans development
- 5 exercise, maintenance and review
- 6 business continuity culture

Prior to the implementation of a BCM initiative, it is important to gain executive management agreement on the proposed BCM approach in the organization. This ensures that the initiative project is adequately resourced and given the right emphasis that is accepted by all levels of the organization.

## BCM programme management

BCM programme management establishes the organization's framework of developing and

managing an adequate business continuity capability. This component provides the oversight of the entire BCM lifecycle. In broad terms, it consists of the following elements:

- BCM corporate alignment
- Programme scope
- Business continuity policy
- Roles, responsibilities and authorities
- Project management
- Programme management
- Documentation

## BCM corporate alignment

Like other major management functions that support business performance, BCM provides the capability to effectively respond to incidents in order that the organization can fulfil its objectives and obligations. The BCM programme should align with the organization's business strategies and goals. This ensures that the programme is not a 'bolt-on' initiative but one that can effectively serve its intended purpose of expediting the recovery process whilst minimizing the impact of losses caused by a disruption. BCM should be viewed as a strategic initiative that contributes to the organization's long-term success. It should be recognized as a corporate planning tool for making strategic decisions.

## Programme scope

The scope defines which areas of business in the organization are included in the BCM programme. The management decision is often based on the criticality of the products and services, such as those that account for a significant proportion of business revenue. It can also be based on the findings of the business impact analysis (BIA).

It is important to note that all outsourced activities that support the delivery of the in-scope products or services are to be included in the BCM programme since the overall responsibility of product and service delivery resides with the host organization. In most cases, the business areas that are excluded from the scope are managed by risk-mitigation measures.

From the management point of view, scoping is a tactical approach of ensuring a manageable BCM programme at the outset: a staged implementation of the BCM initiative. This approach allows the programme to be introduced in key areas of business, and eventually expands across other parts of the organization. This is particularly useful for large organizations with diverse locations or those with limited resource capacity.

## Business continuity policy

The business continuity policy is a high-level document that is owned by executive

management. It is a formal statement that sets out the purpose of BCM in the organization. ~~reflects the business continuity objectives and is aligned with other key policies and strategies~~ notably, enterprise risk management. The document clearly defines the governance of the BCM programme, that is, the operating framework of establishing and managing the programme.

## Roles, responsibilities and authorities

The BCM programme needs to be adequately resourced in order to remain responsive to business needs. Executive commitment assures the programme is sufficiently funded and secures a future for BCM. It is important to have the BCM initiative led by a senior figure who acts as the business continuity champion. This high-level role reinforces management support for BCM in the organization.

As an integral component of the BCM programme, the establishment of the organization's incident management structure requires various roles to be assigned to competent individuals based on knowledge, skills and experience. Depending on the size and complexity of an organization, the management structure could comprise specialized teams to manage the BCM programme.

In general, there are two phases in the BCM programme: programme management and incident management. The roles and responsibilities during the two phases vary significantly. In most cases, those who are responsible for managing the BCM programme will be called upon to assume duties during the incident phase since they have an intimate knowledge of the business continuity plans and procedures.

## Project management

Ideally, the development of a BCM programme should follow a typical BCM lifecycle similar to the approach described in this book. However, the scope and extent of the BCM activities to be implemented is dependent upon the current state of BCM maturity in individual organizations.

In most cases, when the business continuity policy is approved, a series of activities in the form of projects are rolled out to establish the BCM programme. Each of these projects should be adequately scheduled and resourced. For instance, timescale, tasks, staff involved and deliverables need to be determined when undertaking a BIA project. Once the key components of BCM have been established, the project becomes a programme; it is then managed on an ongoing basis.

Taking BCM programme development as a series of mini-projects is particularly useful when presenting progress updates to executive management. The regular supply of achievements in the form of deliverables at each stage of the project helps to secure management interest and support.

## Programme management

The BCM programme is managed in accordance with the framework contained in the business continuity policy. It is a continuous and progressive cycle that requires

managerial, operational, administrative and technical supports of the programme. Its long term objective is to improve the business continuity capability of the organization. Two factors are crucial in the success of BCM programme management, namely, executive management support and staff support. The former is generally in the form of ongoing funding for the programme. In contrast, the latter refers to staff contribution through participation and training. Collectively, they reflect the organizational commitment to BCM.

It is important to note that the BCM programme does not remain stagnant. Corporate change drivers and dynamics of the wider environment require regular reviews of the BCM strategies and processes. It is the primary responsibility of the BCM team to ensure that different components of the programme remain adequate to meet corporate challenges.

## Documentation

Due to the number of documents and records generated by the programme of BCM activities, the management of documents can be an overwhelming task. The purpose of establishing a documentation system is to demonstrate that the BCM programme is effectively managed. It should be designed and implemented in a consistent manner to support operational (incident response) and assessment (audit and review) requirements.

Documentation control helps to safeguard against unauthorized modification or loss of integrity of the documents. It ensures that authorized personnel have access to the most up-to-date plans during an incident. Another key motive is to provide the audit trail of the BCM processes; this is particularly important for organizations that are seeking certification to industry standards.

## Organizational and business analysis

This component forms the basis of the entire BCM programme. It provides an in-depth review of the organization's structure and its processes. It identifies the threats within business, with particular focus on value-creating activities, and understands the impact of their non-availability over time on the organization. Organizational and business analysis consists of three complementary tools to determine the investment of the organization's BCM efforts:

- Business impact analysis
- Business continuity resource requirements analysis
- Risk assessment

## Business impact analysis

The business impact analysis (BIA) is an objective approach that assesses the organizational activities whose failure would most immediately threaten product and service delivery and have significant impacts on the organization. 1

At the corporate level, the BIA can be used to determine the scope of the BCM programme, such as high-value products and services that could influence future growth. On the other



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